



Nursing challenges and nursing leadership – playing your part in quality care enhancements

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Nursing challenges



- Focus on quality
 - Multiple frameworks
 - Numerous indicators
- Demographics
- Regulation and scrutiny
- Financial challenge
- NHS architecture
- Capacity and capability

Inspirational leaders



- Inspire: animate, invigorate, create feeling
- Inspiration: good idea, creative influence or stimulus
- ...'to breathe life in to'

Who has inspired you?



- Think of a leader who has inspired you
 - What were their attributes?
 - What skills did they have?
 - What makes you remember them?

Michael McGrath



- 8 top tips for leaders
 - Expect the unexpected
 - Stay on task
 - Eliminate distractions
 - Ensure self enrichment
 - Nurture your life energy
 - Embrace change
 - Never give up
 - Sort your attitude to failure



- ‘Know your values and act them out’
- ‘Nurture your resilience’
- ‘You will never inspire others unless you are inspired’

Attributes



- Clarity of vision and values
- Credibility
- Integrity
- Emotional intelligence
- Knowledge
- Experience
- Authority



Leadership styles



Leadership Styles

- Behaviour = $f(\text{person; situation})$
- Patterns of behaviors' used across a wide range of managerial and leadership situations
- Leadership styles have the biggest impact on organisational climate
- The breadth of a leader's styles determines his/her effectiveness



Leadership styles are a function of...

- The leader's personal characteristics
- The styles used by others
- The organisation's espoused values
- Specific leadership situations and the people involved



Factors that impact appropriate use of styles



- Experience of employees
- Employee strengths and weaknesses
- Complexity of tasks
- Time pressures
- Risk associated with deviation from performance
- Resources available





Six leadership styles

Directive

Visionary

Affiliative

Participative

Pacesetting

Coaching



Directive style

- Primary objective: ***Getting immediate compliance***
 - Gives lots of directives
 - Expects immediate employee compliance
 - Controls tightly
 - Relies on negative, corrective feedback
 - Motivates by stating the negative consequences of non-compliance



Directive style

- **Most effective**
 - When applied to relatively straightforward tasks
 - In crisis situations
 - When deviations from compliance will result in serious problems
 - With 'problem' employees (when all else has failed)
- **Least effective**
 - When applied to tasks that are more complex than straightforward
 - Over the long term
 - With self-motivated, capable employees



Visionary style

- Primary objective: ***Providing long-term direction and vision for employees***
 - Develops and articulates a clear vision; sees selling the vision as key
 - Solicits employee perspective on the vision
 - Persuades employees by explaining the 'whys' in terms of employees' or the organisation's long-term interest
 - Sets standards and monitors performance in relation to the larger vision



Visionary style

- Most effective
 - When a new vision or clear direction and standards are needed
 - When the leader is perceived as the “expert” or the “authority”
 - With new employees who depend on the leader for guidance
- Least effective
 - When the leader does not develop employees
 - When the leader is not perceived as credible
 - When trying to promote self-managed teams and participatory decision making



Affiliative style

- Primary objective: ***Creating harmony***
 - Is most concerned with promoting friendly interactions
 - Places emphasis on employees' personal needs than on goals and standards
 - Pays attention to “the whole person”; stresses things that keep people “happy”
 - Avoids performance-related confrontations
 - Rewards personal characteristics more than job performance



Affiliative style

- Most effective
 - When used as part of a repertoire
 - When giving personal help
 - In getting diverse, conflicting groups to work together harmoniously
- Least effective
 - When employees' performance is inadequate
 - In crises or complex situations needing clear direction and control
 - With employees who are task-oriented or uninterested in friendship with their leader



Participative style

- Primary objective: ***Building commitment and generating new ideas***
 - Trusts that employees can develop the appropriate direction for themselves and the organisation
 - Invites employees to participate in the development of decisions
 - Holds many meetings and listens to employees' concerns
 - Rewards adequate performance; rarely gives negative feedback



Participative style

- Most effective
 - When employees are competent
 - When employees must be co-ordinated vs. managed
 - When a leader is unclear about the best approach
- Least effective
 - In crises
 - When employees are not competent, lack crucial information, need close supervision



Pacesetting style

- Primary objective: ***Accomplishing tasks to high standards of excellence***
 - Leads by example
 - Has high standards
 - Is apprehensive about delegating
 - Takes responsibility away if high performance is not forthcoming
 - Has little sympathy for poor performance



Pacesetting style

- **Most effective**

- When employees are highly motivated, competent, know their jobs
- When managing individual contributors
- In making the organisation move fast
- For developing employees who are similar to the leader

- **Least effective**

- When the leader cannot do all his/her work personally
- When employees need direction, development, and co-ordination

Coaching style

- Primary objective: ***Supporting the long-term professional development of others***
 - Helps employees identify their strengths/weaknesses
 - Encourages employees to establish long-range development goals
 - Reaches agreement with employees on mutual roles in development process
 - Provides ongoing instruction as well as feedback
 - May trade off immediate standards of performance for long-term development





Coaching style

- **Most effective**
 - When employees acknowledge a discrepancy in performance
 - With employees who are motivated to seek professional development
- **Least effective**
 - When the leader lacks expertise
 - When employees require considerable direction and feedback
 - In crises

Supporting leadership



- Personal
 - Work through the top tips
- Professional
 - Understand your accountability
 - Seek out support before you need it
- Educational
 - Continue your development – there is always more to learn



The 6 Cs

Care
Compassion
Competence
Communication
Courage
Commitment



The only barriers are
those that you choose
to accept